Strategic Plan

2011 - 2014

Newfoundland Labrador

Fisheries and Aquaculture

MESSAGE FROM THE MINISTER

In accordance with government's commitment to transparency and accountability, I am pleased to submit the Department of Fisheries and Aquaculture's (DFA) 2011-14 Strategic Plan to the House of Assembly and the people of Newfoundland and Labrador. As Minister of Fisheries and Aquaculture, I am accountable for the preparation of this plan and for the realization of the goals and objectives outlined herein.

DFA is classified as a Category 1 Government Entity under the *Transparency and Accountability Act*. As such, the department is required to table a Strategic Plan every three years. In accordance with the *Act*, the department's 2011-14 Strategic Plan identifies the key priority issues the department will focus on over the next three fiscal years. On consideration of the strategic directions of government, the department has identified the following three strategic issues: fishing industry sustainability and viability, aquaculture expansion and sustainability and coastal and ocean management. See Appendix A for a listing of those strategic directions applicable to DFA.

Our focus on fishing industry sustainability and viability will serve to support our efforts to meet government's commitment to strengthen the role of the fishing industry as a key pillar of sustainable economic growth. Government's commitment to enhancing the province's position on fishery and oceans matters falling under federal jurisdictions, specifically ocean policy, will be advanced through our third priority issue, coastal and ocean management. The work we will do in relation to aquaculture expansion and sustainability will enhance the sustainability of the province's aquaculture industry; another commitment of government.

Through the objectives outlined in our Strategic Plan, the department will build upon our past successes to further contribute to a sustainable and internationally competitive seafood industry.

Clyde Jackman

Honourable Clyde Jackman, M.H.A.
Burin-Placentia West
Minister of Fisheries and Aquaculture

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PLAN AT A GLANCE

Goal 1: By March 31, 2014, the Department of Fisheries and Aquaculture will have supported the fishing industry in becoming more sustainable and internationally competitive.

Objectives:

- By March 31, 2012, the Department of Fisheries and Aquaculture will have undertaken initiatives to improve fishing industry sustainability and international competitiveness.
- By March 31, 2013, the Department of Fisheries and Aquaculture will have furthered initiatives to support industry sustainability and international competitiveness.
- By March 31, 2014, the Department of Fisheries and Aquaculture will have continued to further initiatives to support the sustainability and international competitiveness of the fishing industry.

Goal 2: By March 31, 2014, the Department of Fisheries and Aquaculture will have facilitated the expansion and sustainability of the aquaculture industry.

Objectives:

- By March 31, 2012, the Department of Fisheries and Aquaculture will have established initiatives to support the expansion and sustainability of the aquaculture industry.
- By March 31, 2013, the Department of Fisheries and Aquaculture will have furthered initiatives to promote expansion and sustainability of the aquaculture industry.
- By March 31, 2014, the Department of Fisheries and Aquaculture will have commenced implementation of initiatives to support the expansion and sustainability of the aquaculture industry.

Bridgeport

Goal 3: By March 31, 2014, the Department of Fisheries and Aquaculture will have advanced a coordinated approach to coastal and ocean management in the province.

Objectives:

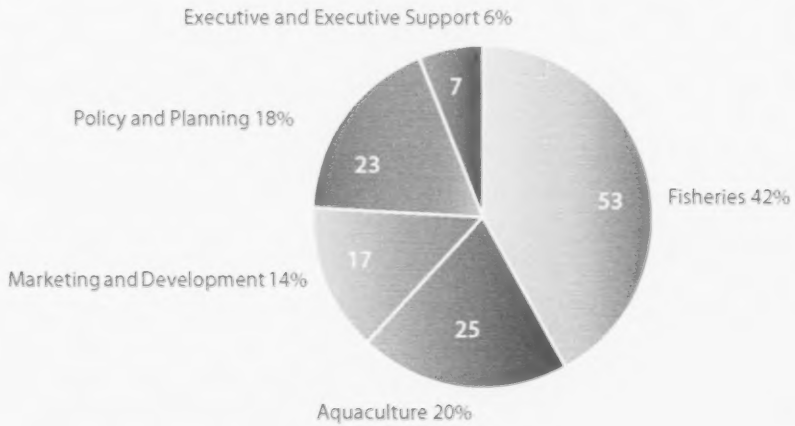
- By March 31, 2012, the Department of Fisheries and Aquaculture will have commenced coordination of policy development and action planning to advance the coastal and ocean management strategy.
- By March 31, 2013, the Department of Fisheries and Aquaculture will have commenced the implementation of action items and continued policy development to further advance the coastal and ocean management strategy.
- By March 31, 2014, the Department of Fisheries and Aquaculture will have continued the implementation of action items and policy development to further advance the coastal and ocean management strategy.

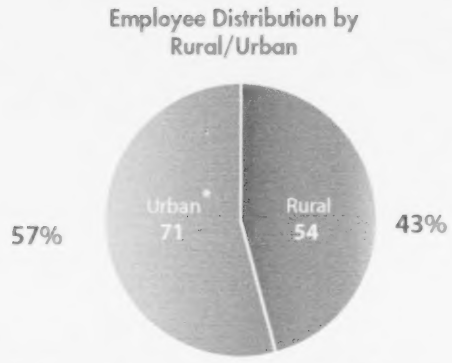
Staff help children with touch tank.

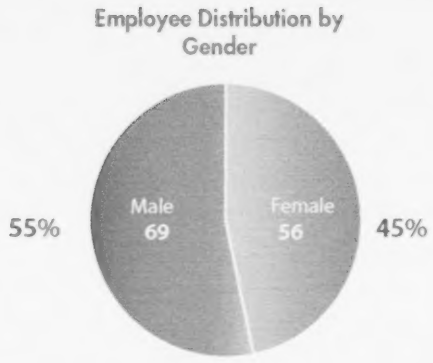
DEPARTMENTAL OVERVIEW

The Department of Fisheries and Aquaculture currently has 125 employees, including seasonal and temporary staff. 45% of staff are female and 55% are male. The department is organized into four branches: Fisheries, comprised of 53 employees (42%); Aquaculture, with 25 employees (20%); Marketing and Development, with 17 employees (14%); and Policy and Planning, with 23 employees (18%). The remaining 6% of employees fall under Executive and Executive Support. 71 employees are located in headquarters in St. John's, with 54 employees working in various regional and satellite offices throughout the province. For fisheries and aquaculture activities, the province has been divided into regions, based on the government's Economic Zones (EZ). For fisheries activities, there are three regions; Northern (EZ 1-7), Western (EZ 8-14) and Eastern (EZ 15-20). For aquaculture activities, the regions are Western (EZ 1-10), Central (EZ 11-13), and Eastern (EZ 14-20). Aquaculture's head office is located in Grand Falls-Windsor. For the 2011-2012 fiscal year, gross expenditures for the department are estimated to be approximately $44 million.

Employee Distribution by Branch







*For the purpose of this report, urban is defined as St. John's and the metropolitan area.

LEGISLATION

The department's work is guided by the following key provincial and federal legislation, regulations and policies:

Provincial Legislation

Aquaculture Act and Regulations
Business Investment Corporation Act
(Fisheries Loan Guarantee Program)
Fish Inspection Act and Regulations

- Fish Inspection Administrative Regulations
- Fish Inspection Operations Regulations
- Fish Inspection Ticket Offence Regulations
- In-Province Retail Fish Establishment Regulations

Fish Processing Licensing Board Act
Fisheries Act (Schedule C of the *Executive Council Act*)
Fisheries Restructuring Act
Fishing Industry Collective Bargaining Act
Professional Fish Harvesters Act
Fish Processing Policy Manual

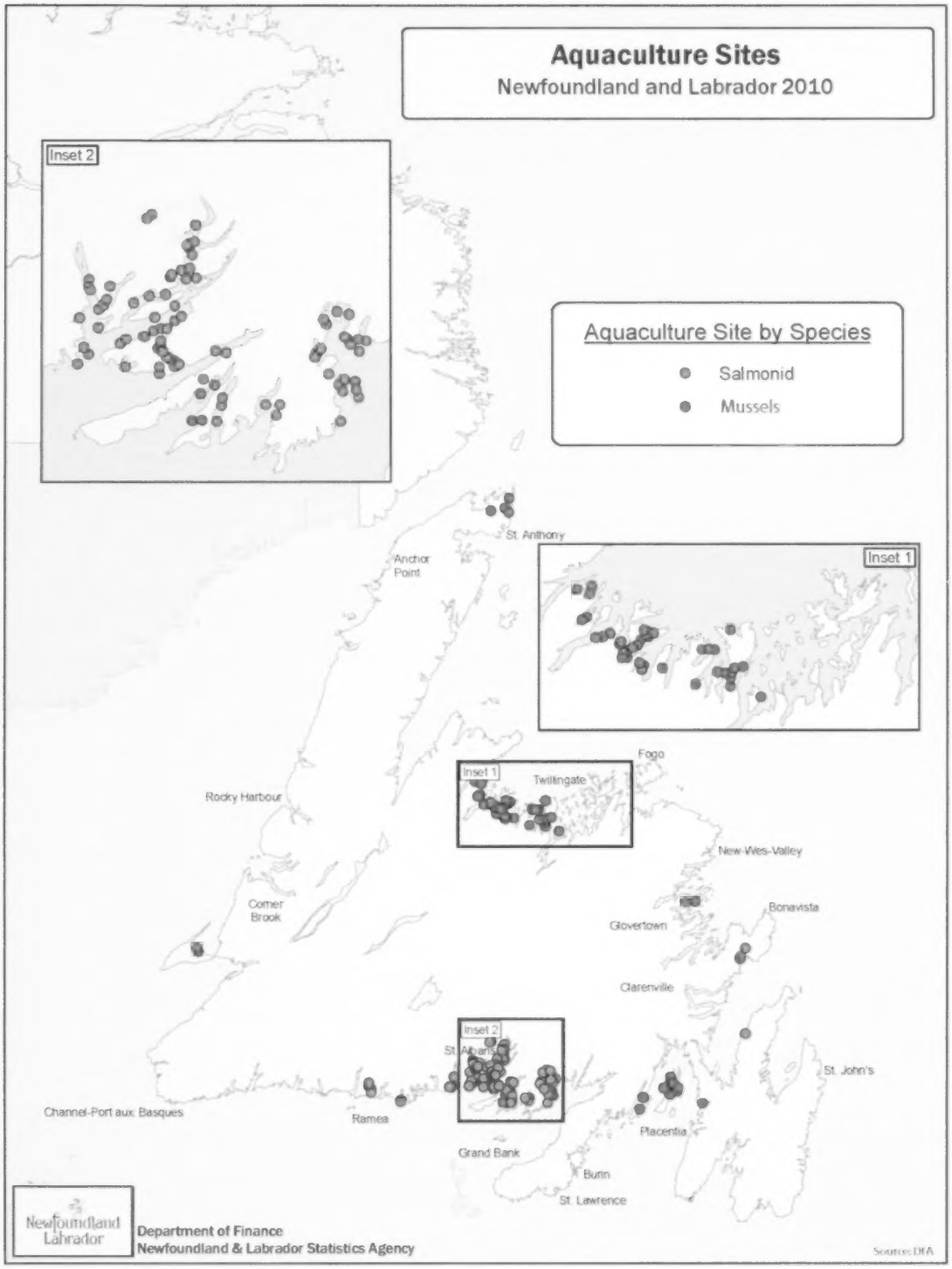
Federal Legislation

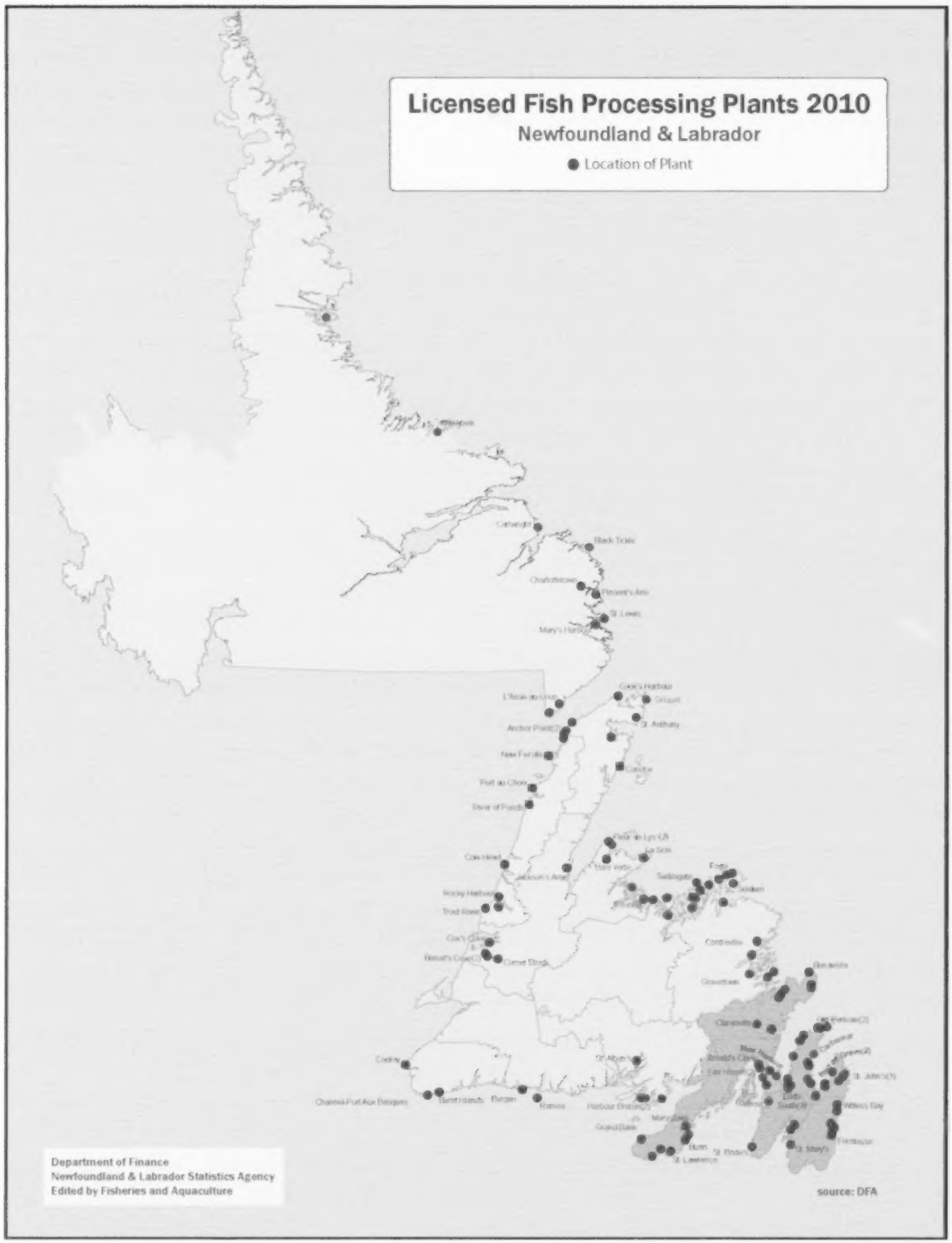
Fisheries Act
Fish Inspection Act
Oceans Act
Fisheries and Oceans Canada Management Plan
Marine Mammal Regulations

Areas of Responsibility for DFA and DFO

Department of Fisheries and Aquaculture (DFA)	Fisheries and Oceans Canada (DFO)	Common Responsibilities
Fisheries diversification	Oceans science and management including fisheries management and science	Research and development
Licensing, administration of fish plants	Licensing and administration of fish harvesters	Oceans/coastal zone management
Establishing and enforcing standards for fish quality	Harvesting statistics	Seafood marketing (Agriculture Canada)
Processing and aquaculture statistics	Habitat protection	Environmental protection
Aquaculture licensing and registry	Aquaculture statistics for Canada	Statistics and information services
Aquaculture inspections and enforcement	International relations	Infrastructure support
Aquaculture development and extension services	Certification of plants exporting fish (CFIA)	Aquaculture science, site inspections and fish health

Note: The department also conducts its activities with other federal departments and agencies, including the Canadian Food Inspection Agency (CFIA), Agriculture and Agri-Food Canada, Atlantic Canada Opportunities Agency (ACOA), Department of Foreign Affairs and International Trade (DFAIT) and Service Canada on matters such as: fish inspection, seafood marketing and workforce issues.


Aquaculture Sites
Newfoundland and Labrador 2010
Inset 2
Aquaculture Site by Species
Salmonid
Mussels
St. Anthony
Anchor Point
Inset 1
Fogo
Inset 1
Twillingate
Rocky Harbour
New-Wes-Valley
Corner Brook
Bonavista
Glovertown
Clarenville
Inset 2
St. Alban's
St. John's
Channel-Port aux Basques
Ramea
Placentia
Grand Bank
Burin
St. Lawrence
Newfoundland Labrador
Department of Finance
Newfoundland & Labrador Statistics Agency
Source: DFA


Licensed Fish Processing Plants 2010
Newfoundland & Labrador
Location of Plant
Department of Finance
Newfoundland & Labrador Statistics Agency
Edited by Fisheries and Aquaculture
source: DFA

Showcasing Newfoundland and Labrador seafood.

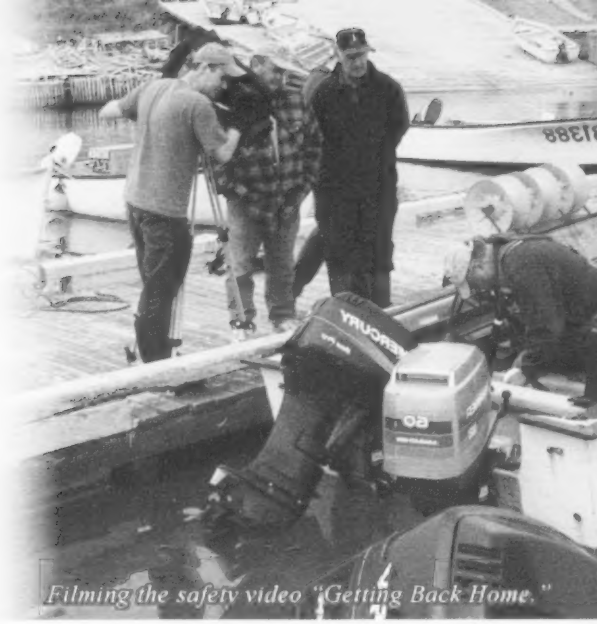
MANDATE

The mandate of the Department of Fisheries and Aquaculture is derived from the *Executive Council Act* and includes *the supervision, control and direction of all matters relating to:*

a. *the promotion, development, encouragement, protection, conservation and regulation of fisheries and aquaculture; and*

b. *the administration of the Acts set out in the Schedule and of all orders and regulations passed or made under those acts, including those powers, functions or duties necessary or desirable for carrying out the purpose of those acts,*

which are not, or insofar as they are not, the responsibility of another minister; agency, body, corporation, board, organization or person.



Filming the safety video "Getting Back Home."

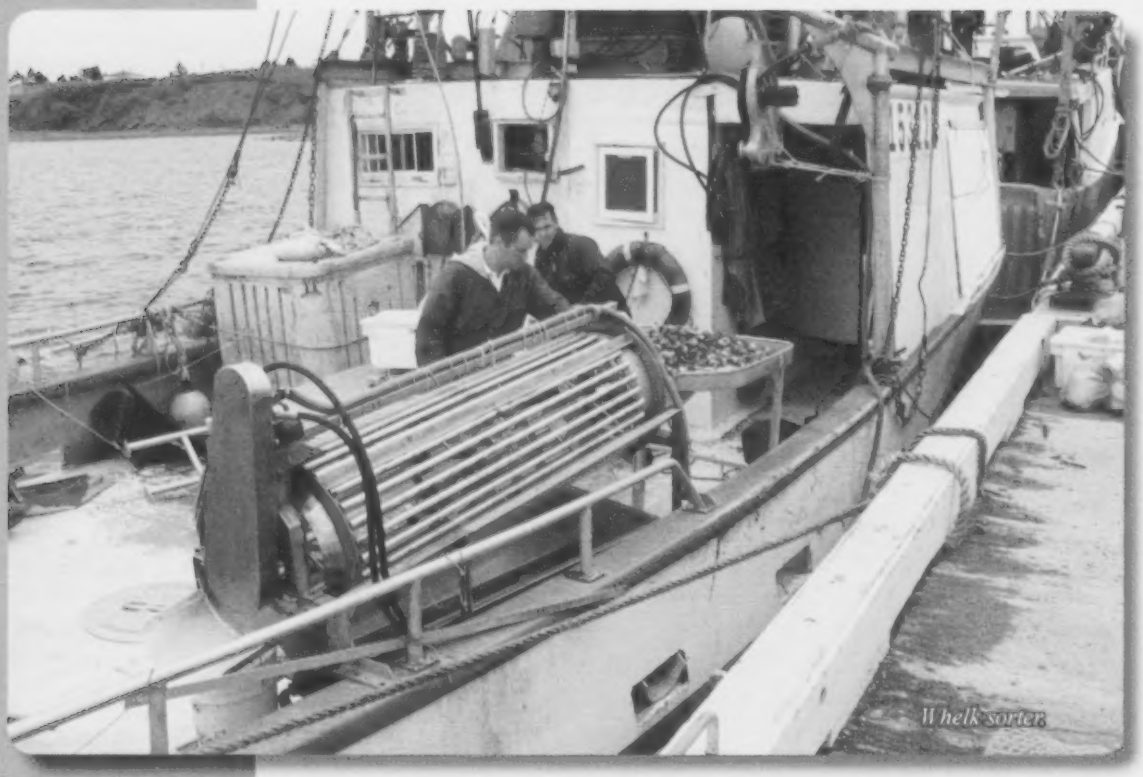
LINES OF BUSINESS

Policy and Planning

The department develops, implements, and provides advice on fisheries and aquaculture policies in support of resource and industry management, growth, and development. Specific activities include: fishery and aquaculture policy review, analysis and development; review of fisheries management plans and scientific assessments conducted by Fisheries and Oceans Canada; strategic planning; program development and review; the review and analysis of legislation; information management and administration; seafood trade policy research and analysis; the collection, compilation and presentation of statistical data; and the completion of economic, financial and statistical analysis.

Through this line of business, the department maintains close affiliations with other government departments and agencies whose programs impact on the province's seafood industry. In addition, the department represents the province's interest in national and international venues and provides input into resource assessment and ocean management processes of Fisheries and Oceans Canada, and to those international bodies responsible for fisheries assessment and management. Specifically, the department assesses scientific advice for various stocks and species, participates in resource assessment and management advisory committees and assesses the environmental impact of development upon fisheries resources.

Furthermore, the department plays a lead role in fisheries and integrated ocean management within the province, promoting and supporting initiatives which allow for more organized and efficient structures to deal with ocean management issues, particularly those which impact on the province's fishing and aquaculture industries.



Whelk sorter.

Inspection, Compliance and Regulatory Enforcement

DFA provides policy direction and support to its inspection staff in the delivery of compliance and enforcement programs. The department conducts comprehensive inspection, compliance, enforcement and regulatory programs for the fishing and aquaculture industries within its legislative authorities.

Inspectors educate the seafood industry on proper handling techniques and regulatory requirements, and conduct inspections of fish at fish buying stations, processing plants, aquaculture sites, dockside and onboard vessels. In addition, the department is responsible for auditing fish buyers and processors located throughout the province. The department's fisheries auditors conduct audits of processing plants to ensure compliance with regulations, policies and conditions of licenses.

Aquaculture and inspection staff examine aquaculture sites for the presence of disease, compliance with the Code of Containment and site marking. Programs related to the maintenance, biosecurity, surveillance and regulation of fish health on aquaculture sites throughout the province are included. These activities ensure compliance with the *Fish Inspection Act* and Regulations, the *Aquaculture Act* and Regulations, and Ministerial Directives. The department reviews infractions of the acts and directives and takes appropriate legal action.

Innovation and Development

The department places a strong emphasis on fisheries and aquaculture research, innovation and development. It assists the fisheries and aquaculture industries through the provision of technical and financial support in the development of harvesting, culturing, processing and marketing. Innovation within the fisheries sector is fostered through extensive interaction with the private sector, private sector organizations, other government departments and academia. This support includes the following activities:

Harvesting and Resource Development:

The primary focus of this activity is to oversee the design and implementation of fisheries development projects with a focus on the assessment of underdeveloped species, resource surveys, development of commercial species, and the utilization of appropriate onboard handling technologies aimed at maximizing catch value. The department is also responsible for providing a range of technical services to the fishing industry, including expertise on vessel efficiency, sustainable fishing technology and safety.

Processing Development:

The goal of this activity is to enhance the productivity and competitiveness of the processing sector with a focus on the development of value-added and secondary production, development of underutilized species, and by-product recovery. Assistance is provided in the form of technical and financial support related to product development, design and recommendations on packaging systems to plant processing specifications, processing efficiency and general product research and development.

Aquaculture Development:

The department provides for the administration, planning, development and delivery of aquaculture policy and programs within the province with the goal of ensuring the orderly and sustainable development of aquaculture. This includes the assessment of species and sites, the review of development proposals, and the conducting of research to overcome biological, technical and/or economic impediments to development. These activities support evidence-based policy decisions leading to an orderly, sustainable aquaculture industry

Licensing and Quality Assurance

DFA is responsible for the issuance of Fish Buyers' Licences, Fish Processing Licenses, and Aquaculture Licenses, as well as the development and implementation of policies and regulations related to each of these types of licenses. The department provides processing licensing policies and procedures to the Fish Processing Licensing Board (FPLB). The Board reviews all requests for new processing licenses, transfers of licenses, and changes of ownership for fish processing operations and fish buyers. In its role as a licensing agency for aquaculture, as regulated under the *Aquaculture Act*, the department coordinates input from all relevant provincial and federal agencies, as well as any organizations, groups or individuals who have interests in proposed aquaculture development.

Plant workers sorting whelk.

Other activities include:

Administration of licensing systems and databases:

Administration of the licensing system and database includes the collection and analysis of all statistical information associated with fish purchases, production and employment; and cataloguing current and past history of fish buyers and fish processing licenses. Through these licensing processes, the department collects processing and aquaculture statistics. Statistics collected include processing plant production, fish purchases, plant employment, production on aquaculture farms, aquaculture employment, fishery and aquaculture infrastructure, financial information, and inspection information.

Maintenance and delivery of the Quality Assurance Program:

The Quality Assurance Program supports the department's efforts to promote quality awareness in the fishing industry. The department monitors and assesses the quality of fish at dockside, in transport and as it enters plants for processing; develops and evaluates new techniques to assess quality; produces and disseminates information on quality issues to industry participants; and implements measures for quality enhancement.

Seafood Marketing

DFA provides marketing support services to the Newfoundland and Labrador seafood industry and works with industry on collective approaches to seafood marketing. The department's primary seafood marketing activities include:

Market Development:

The department works with the seafood industry to enhance market awareness within the industry and increase seafood sales to markets in Asia, Russia, Europe and the United States. Other market support services offered to industry include the organization of trade shows and missions, assistance with market promotions, the development of a qualitative market research and intelligence program, preparation of high quality promotional materials, and the encouragement of private sector marketing initiatives.

Market Intelligence and Analysis:

The department also provides market analysis and support to industry by coordinating the collection and dissemination of market intelligence information to industry stakeholders. This information is provided to the Standing Fish Price-Setting Panel (in support of the fish price collective bargaining initiatives), processor associations such as the Association of Seafood Producers (ASP) and the Seafood Processors of Newfoundland and Labrador (SPONL), and the Fish, Food and Allied Workers (FFAW). Information is also provided to the Newfoundland Aquaculture Industry Association (NAIA) and aquaculture companies.

Outreach:

The department interacts with other provincial government departments, the seafood development branches of other seafood producing provinces, the federal Departments of Agriculture and Agri-Foods, Fisheries and Oceans Canada, and Foreign Affairs and International Trade in order to coordinate various trade shows, missions and other marketing and promotional events.

Mr. Pat McDonald, the Honourable Clyde Jackman, Minister of Fisheries and Aquaculture, and Deputy Minister Alastair O'Rielly at the International Boston Seafood Show.

VALUES AND GUIDING PRINCIPLES

- **Collaboration and Teamwork:** In delivering the department's programs and services, each individual does so through consultation, partnership and teamwork with clients, industry stakeholders, and co-workers.

- **Accountability and Responsibility:** Each individual participates in government's work planning initiatives and is accountable for the responsibilities identified in their individual work plans.

- **Communication:** Each individual shares information, while respecting confidentiality requirements, with co-workers and industry stakeholders and on a timely basis.

- **Service to the Public:** Each individual demonstrates respect for the public they serve through the following actions: timely and courteous responses to public enquiries; efficient and cost-effective delivery of programs and services; and identification of cost-saving measures wherever possible.

- **Respect:** Each individual treats clients and co-workers in a courteous and considerate manner. They listen to and consider differing views and opinions and operate within the principles of a respectful workplace. Respect is demonstrated through the efficient and timely response to requests and questions.

- **Confidentiality:** Each individual ensures information provided to the department on a confidential basis is respected and protected from disclosure.

- **Employee Professional Development:** Each individual encourages and supports one another in improving job skills and strives to identify opportunities to enhance professional development.

- **Recognition:** Each individual recognizes, appreciates and celebrates co-worker accomplishments which contribute to the department's goals and objectives.

- **Sustainable Development:** Each individual works toward the sustainable development of the province's renewable fisheries and aquaculture resources.

Processing Crab.

PRIMARY CLIENTS

The Department of Fisheries and Aquaculture's primary clients consist of those individuals or groups who use the department's services and resources, and who have an influence on the department's business.

In delivering its mandate, the department identifies the following as primary clients:

- Fish processors and buyers
- Aquaculturists
- Plant workers
- Fish harvesters
- Provincial and federal government departments
- Community groups (e.g. municipalities)
- Fishing and aquaculture industry Non-Government Organizations (NGOs)
- Environmental Non-Government Organizations (ENGOs)
- Consumers
- People of Newfoundland and Labrador

The department partners with various groups and agencies in delivering its mandate. Some key fisheries and aquaculture partners include:

- Association of Seafood Producers (ASP)
- Atlantic Canada Opportunities Agency (ACOA)
- Canadian Aquaculture Industry Alliance (CAIA)
- Canadian Centre for Fisheries Innovation (CCFI)
- Canadian Council of Professional Fish Harvesters (CCPFH)
- Centre for Fisheries Ecosystems Research (CFER)
- Fisheries and Oceans Canada (DFO)
- Fish, Food and Allied Workers (FFAW)
- Fisheries Council of Canada (FCC)
- Fish Processing Licensing Board (FPLB)
- Memorial University of Newfoundland (MUN) [including the Marine Institute (MI) and the Ocean Sciences Centre (OSC)]
- Newfoundland Aquaculture Industry Association (NAIA)
- Professional Fish Harvesters Certification Board (PFHCB)
- Research & Development Corporation (RDC)
- Seafood Processors of Newfoundland and Labrador Inc. (SPONL)

MISSION STATEMENT

Building on the successes achieved in the 2006-2011 planning period, the Department of Fisheries and Aquaculture will continue to focus on the sustainable development of the province's fishing and aquaculture industries throughout the six-year period April 1, 2011, to March 31, 2017. This work will be accomplished in part through exploration of new and innovative initiatives.

Sustainable fisheries and aquaculture development involves a pattern of resource use that aims to meet human needs while at the same time preserving the ecosystem. In this way, human needs can be met not only in the present, but also for generations to come. Sustainable development is an inclusive process that factors in social, economic and environmental considerations.

As the department continues to support industry growth, further strategies are required to maximize socio-economic benefits, to protect our fish resources, to ensure aquatic animal health and to protect the natural environment. Such strategies are required for sustainable management. Sustainable fisheries and aquaculture industries will contribute to the long-term economic stability of Newfoundland and Labrador communities, while ensuring social and environmental issues are managed responsibly. In these ways, the department works to meet government's strategic directions to enhance the sustainability of the provincial aquaculture industry and to strenthen the role of the fishing industry as a key pillar of sustainable economic growth within the province.

By March 31, 2017, the Department of Fisheries and Aquaculture will have supported both the strengthening of the fishing industry and the expansion of the aquaculture industry to create sustainable and economic opportunities for the province.

Measure 1: Supported the strengthening of the fishing industry to create sustainable and economic opportunities for the province.

Indicators:

- Continued investment in research and development.
- Promoted quality awareness.
- Advanced strategic market development initiatives.
- Identified new market opportunities.
- Promoted sustainable fisheries initiatives, including eco-certification.
- Increased and expanded access to key markets.

Measure 2: Supported the expansion of the aquaculture industry to create sustainable and economic opportunities for the province.

Indicators:

- Increased production volume and market value in the aquaculture industry.
- Determined the socio-economic contribution of the aquaculture industry to the province.
- Implemented the Aquaculture Sustainable Management Framework (ASMF).
- Sustained access to capital programs to increase private sector investment.

Fishing cod.

VISION

The vision of the Department of Fisheries and Aquaculture is sustainable fishing and aquaculture industries that achieve their optimum economic contribution to the Province of Newfoundland and Labrador.

STRATEGIC ISSUES

The department has identified three strategic issues and goals which will be met over the period from April 1, 2011, to March 31, 2014. The issues outlined in this strategic plan are as follows:

1. ***Fishing Industry Sustainability and Viability***
2. ***Aquaculture Expansion and Sustainability***
3. ***Coastal and Ocean Management***

Fishing caplin.

Issue 1: Fishing Industry Sustainability and Viability

The fishing industry is a significant contributor to the provincial economy and as such, a key employer, particularly in rural areas of the province. Therefore, it is essential that the province strives to sustain fish resources and to ensure the viability of the industry as a whole. Working with, or on behalf of industry, various options will be assessed and pursued as appropriate, including the sustainability of current fishing practices; marketing and efficiencies to enhance competitiveness; market access; environmental and economic factors related to sustainability; technology applications to enhance harvesting and processing; and quality assurance. In addition, although the federal government is responsible for the management of fish stocks, the province, through investments in fisheries science, will partner with MUN, the MI, DFO, industry and others, to generate enhanced information that can be used to improve the management of adjacent fish stocks. Supporting the industry in these ways not only serves to enhance its sustainability and viability but reflects government's strategic direction to strengthen the role of the fishing industry as a key pillar of sustainable economic growth.

Goal: By March 31, 2014, the Department of Fisheries and Aquaculture will have supported the fishing industry in becoming more sustainable and internationally competitive.

Measure: Supported the fishing industry in becoming more sustainable and internationally competitive.

Indicators:

- Promoted sustainable fisheries management.
- Invested in fisheries science.
- Supported innovative technology and practices.
- Undertook initiatives to improve product quality for multiple species.
- Undertook market development initiatives.
- Expanded market access in key markets.
- Promoted eco-certification within the industry.

Objective 1: By March 31, 2012, the Department of Fisheries and Aquaculture will have undertaken initiatives to improve fishing industry sustainability and international competitiveness.

Measure: Initiatives are undertaken to improve fishing industry sustainability and international competitiveness.

Indicators:

- Promoted sustainable fisheries management.
- Invested in fisheries science.
- Increased market research.
- Researched eco-certification requirements pertaining to various markets and species.
- Researched options pertaining to technology applications in harvesting and processing.
- Conducted research into sustainable fishing practices.
- Worked to expand market access.

Objective 2: By March 31, 2013, the Department of Fisheries and Aquaculture will have furthered initiatives to support industry sustainability and international competitiveness.

Objective 3: By March 31, 2014, the Department of Fisheries and Aquaculture will have continued to further initiatives to support the sustainability and international competitiveness of the fishing industry.

Wharf and plant in Bonavista.

Issue 2: Aquaculture Expansion and Sustainability

The aquaculture industry is an important economic contributor to many rural communities in the province. For the industry to deliver fully on its long-term potential, the department will continue to focus aquaculture growth toward social, economic and environmental sustainability. In addition to moving forward with further industry development, this plan will focus on completing specific industry and socio-economic assessments which will establish a sound basis for sustainable development and planned growth for the industry. It is envisioned that, with a focus on industry support and participation, the Department of Fisheries and Aquaculture will lead the implementation of new aquaculture initiatives which will positively impact the industry for years to come. This work supports government's strategic direction to enhance the sustainability of the province's aquaculture industry.

Goal: By March 31, 2014, the Department of Fisheries and Aquaculture will have facilitated the expansion and sustainability of the aquaculture industry.

Measure 1: Facilitated the expansion of the aquaculture industry.

Indicators:

- Begun expansion into new growing areas.
- Increased production volume and value of the sector.
- Implemented strategies and development plans to support the sustainable expansion of the industry.
- Continued to provide access to capital programs.

Measure 2: Supported the sustainability of the aquaculture industry.

Indicators:

- Implemented the Aquaculture Sustainable Management Framework.
- Identified components for a sustainable aquaculture industry.

Objective 1: By March 31, 2012, the Department of Fisheries and Aquaculture will have established initiatives to support the expansion and sustainability of the aquaculture industry.

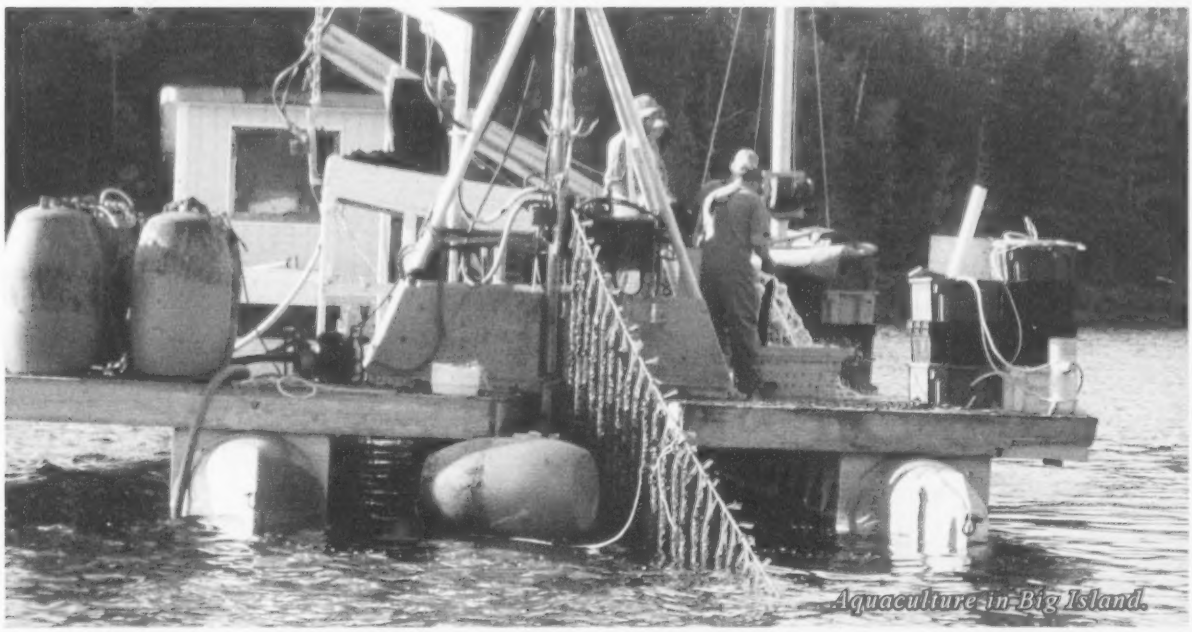
Measure: Established initiatives to support the expansion and sustainability of the aquaculture industry.

Indicators:

- Determined the biological, technical and economic suitability of the bays west of Facheux Bay and east of Grey River for salmonid aquaculture.
- Developed sustainability priorities for industry expansion.
- Commenced baseline socio-economic assessment.
- Completed identification of Production Based Regions (PBRs).

Objective 2: By March 31, 2013, the Department of Fisheries and Aquaculture will have furthered initiatives to promote expansion and sustainability of the aquaculture industry.

Objective 3: By March 31, 2014, the Department of Fisheries and Aquaculture will have commenced implementation of initiatives to support the expansion and sustainability of the aquaculture industry.



Aquaculture in Big Island.

Issue 3: Coastal and Ocean Management

Recognizing that coastal areas play a significant role in the well-being of the province, not only economically but also socially and culturally, the Government of Newfoundland and Labrador is committed to increasing efforts to address those coastal issues and challenges faced by the province. In 2006, direction was given to develop a coordinated approach to coastal and ocean management, led by DFA and in collaboration with other provincial departments. DFA also leads collaboration with Fisheries and Oceans Canada, the lead federal department for ocean management. Not only does this work position the province as a leader in coastal and ocean management, it supports government's strategic direction to enhance the province's position on fishery and ocean matters falling under federal jurisdiction, in particular ocean policy. In this way, we will help ensure healthy and productive marine environments that support the province's economic, social and cultural landscape.

Coastal and ocean issues are complex, broad in scope and cross jurisdictional. Issues include a healthy marine environment, social, cultural and economic sustainability, coastal land use, competing needs and interests, coastal and marine infrastructure, and climate change. It is the shared responsibility of various levels of government and all stakeholders to address coastal and ocean issues and, as such, this requires the involvement and engagement of all parties. Over the course of the next three years, the department will work towards the implementation of three action items: a coordinated approach to provincial policy and program development; collaborative information and research initiatives; and, education and awareness initiatives.

The department is committed to working with all levels of government, the Nunatsiavut Government, stakeholders, Aboriginal groups as appropriate, and the general public in advancing coastal and ocean management initiatives in the province.

Goal: By March 31, 2014, the Department of Fisheries and Aquaculture will have advanced a coordinated approach to coastal and ocean management in the province.

Measure: Advanced a coordinated approach to coastal and ocean management in the province.

Indicators:

- Developed a provincial coastal and ocean management strategy.
- Provided clear strategic direction for the coordination of coastal and ocean policies and programs.
- Coordinated the implementation of the coastal and ocean management strategy and policy framework.
- Promoted awareness and engagement of stakeholders in regards to coastal and ocean management in the province.

Objective 1: By March 31, 2012, the Department of Fisheries and Aquaculture will have commenced coordination of policy development and action planning to advance the coastal and ocean management strategy.

Measure: Commenced coordination of policy development and action planning to advance the coastal and ocean management strategy.

Indicators:

- Finalized the Coastal and Ocean Management Strategy.
- Promoted the strategy within government.
- Finalized the Terms of Reference for the Provincial Coastal and Ocean Network (PCON).
- Commenced the development of action items.

Objective 2: By March 31, 2013, the Department of Fisheries and Aquaculture will have commenced the implementation of action items and continued policy development to further advance the coastal and ocean management strategy.

Objective 3: By March 31, 2014, the Department of Fisheries and Aquaculture will have continued the implementation of action items and policy development to further advance the coastal and ocean management strategy.

Cape Spear National Historic Site

Appendix A

Strategic Directions for Department of Fisheries and Aquaculture

Strategic Directions

Strategic directions are the expression of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by government through platform documents, the Speech from the Throne, annual budget speeches, policy documents, and other communiqués. The *Transparency and Accountability Act* requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans.

The strategic directions related to the Department of Fisheries and Aquaculture are provided below. Each strategic direction is comprised of a number of components, or focus areas. These focus areas will be addressed through the various planning processes of the department. As indicated in the table, some have been addressed in this Strategic Plan, while others are addressed in the operational and/or work planning processes. The department's progress on the strategic directions will be reported through the annual performance reporting process.

There are four entities which report to the Minister of Fisheries and Aquaculture:

1. Professional Fish Harvesters Certification Board
2. Appeal Board of the Professional Fish Harvesters Certification Board
3. Disciplinary Board of the Professional Fish Harvesters Certification Board (inactive)
4. Fish Processing Licensing Board

Each active entity prepares activity plans in consideration of the strategic directions related to the Department of Fisheries and Aquaculture.

Department of Fisheries and Aquaculture
Strategic Directions

1. A Sustainable Aquaculture Industry

Strategic Direction: **Enhance the Sustainability of the Provincial Aquaculture Industry**

Components of Strategic Direction	*Applicable to Other Entities Reporting to the Minister*	***This Direction is addressed:***	
		in the department's strategic plan[1]	*in the branch/ division work plans within the department*
1. Sustainable Growth and Development		x	
2. Aquaculture Investment		x	

2. The Fishing Industry as a Key Pillar of Sustainable Economic Growth

Strategic Direction: **Strengthen the Role of the Fishing Industry as a Key Pillar of Sustainable Economic Growth within the Province**

Components of Strategic Direction	This Direction is addressed:		
	Applicable to Other Entities Reporting to the Minister	*in the department's strategic plan*	*in the branch/ division work plans within the department*
1. Fishing Sector Efficiency	x	x	
2. Fostering Opportunities		x	

3. Province's Position on Fishery and Oceans Matters Falling under Federal Jurisdiction

Strategic Direction: **Enhance the Province's Position on Fishery and Oceans Matters falling under Federal Jurisdiction**

Components of Strategic Direction	This Direction is addressed:		
	Applicable to Other Entities Reporting to the Minister	*in the department's strategic plan*	*in the branch/ division work plans within the department*
1. Trade and Trade Barriers		x	
2. Sustainable Management of the Fishery		x	
3. Ocean Policy		x	

Appendix B

Acronyms

Acronyms:

ACOA -Atlantic Canada Opportunities Agency

ASP-Association of Seafood Producers

ASMF-Aquaculture Sustainable Management Framework

CAIA-Canadian Aquaculture Industry Alliance

CCFI-Canadian Centre for Fisheries Innovation

CCPFH-Canadian Council of Professional Fish Harvesters

CFER-Centre for Fisheries Ecosystems Research

CFIA-Canadian Food Inspection Agency

DFA-Department of Fisheries and Aquaculture

DFO-Fisheries and Oceans Canada

DFAIT-Department of Foreign Affairs and International Trade

ENGOs-Environmental Non-Government Organizations

EZ-Economic Zones

FCC-Fisheries Council of Canada

FFAW-Fish, Food and Allied Workers

FPLB-Fish Processing Licensing Board

MI-Marine Institute

MUN-Memorial University

NAIA-Newfoundland Aquaculture Industry Association

NGOs-Non-Government Organizations

OSC-Ocean Sciences Centre

PBRs-Production Based Regions

PCON-Provincial Coastal and Ocean Network

PFHCB-Professional Fish Harvesters Certification Board

RDC-Research & Development Corporation

SPONL-Seafood Processors of Newfoundland and Labrador

For Additional Information Please Contact:
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